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Ada Shen-Jaffe, Director

Memorandum

To: All Staff

From: Performance Management Committee (Sharon Nyland, Jennie Laird, Ben Hooper, Lori Isley, Nancy Isserlis, Gail Jackson)

Date: October 15, 2003

Re: Performance Management System

We have been working for the past year on a new performance management system for the program. Our goals were to create new performance management tools for attorneys and support staff that would reflect the professional performance standards expected of legal services staff, the values and mission of Columbia Legal Services and meet the needs of staff members and their supervisors for effective feedback and professional development planning to support the delivery of the highest quality legal services to program clients.

We also really want to change the culture around performance management. We wanted a process that engaged folks and was a positive contribution to the development of a staff person and the enhancement of the office team. To that end, we hope that you will take the time to read the documents and the background resources and, that you will help us continue to improve this system over the coming year by completing the evaluation form provided. All documents and resources can be accessed on the *Public Folders/Performance Management*. Every Regional Director/Project Director also has a complete hard copy.

We would like to suggest that everyone begin using these forms as of January 1, 2004. We will review the evaluations of the system at the six-month mark and at the end of the year and make needed changes so that the system is as worthwhile as we can make it.

Thank you very much for engaging with us in this process.